



Solicitation Information
March 13, 2015

RFP# 7549409

TITLE: PREPARE A COMPREHENSIVE SYSTEM IMPROVEMENT PLAN FOR THE RHODE ISLAND GOVERNOR'S WORKFORCE BOARD

Submission Deadline: Friday, April 3, 2015 at 2:30 PM (ET)

PRE-PROPOSAL CONFERENCE: NO

QUESTIONS:

Questions concerning this solicitation may be submitted to gail.walsh@purchasing.ri.gov no later than **Wednesday, March 25, 2015 at 5:00 PM**. Questions should be submitted in a Microsoft Word attachment. Please reference the RFP# on all correspondence. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

Gail Walsh
Chief Buyer

Note to Applicants:

Applicants must register on-line at the State Purchasing Website at www.purchasing.ri.gov

Proposals received without the entire completed three-page RIVIP Generated Bidder Certification Form attached may result in disqualification. This form is may be downloaded at www.purchasing.ri.gov .

THIS PAGE IS NOT A BIDDER CERTIFICATION FORM

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SECTION 1: BACKGROUND

The **Governor's Workforce Board** (GWB) is soliciting proposals from qualified bidders to convene, interview, and survey stakeholders; observe and analyze workforce development system programs, organizations, processes, and performance; collect and analyze program data and information; review regional and national best practices; and prepare a comprehensive plan to improve the delivery of workforce development services in Rhode Island. This plan is to be included in the unified workforce development system report to be submitted to the Governor and the General Assembly on or before November 15, 2015.

The GWB was established by Executive Order on September 22, 2005. The GWB consists of 21 members representing business, labor, education, community, and government, who comprise the State Workforce Investment Board (which oversees federal Workforce Investment Act Title I-B funds {Workforce Investment and Opportunity Act effective July 1, 2015}) and the Human Resource Investment Council (which oversees state Job Development Funds). The functions of the State Workforce Investment Board and the Human Resource Investment Council were merged effective February 1, 2015.

The GWB is the primary policy-making body on workforce development matters for the State of Rhode Island, and has statutory responsibility and authority to plan, coordinate, fund, and evaluate workforce development activities in the State. The GWB is also responsible for administering the Job Development Fund -- a state fund financed by an assessment on employer contributions into the RI Employment Security Fund -- to support education and training programs that increase the skills of the RI workers and address the workforce needs of RI businesses.

The workforce development system in Rhode Island is comprised of a myriad of programs, agencies, funding sources, and populations served. Although there is some overlap, each of these programs has its own set of outcomes, targets, definitions, and goals. Some programs and organizations are at the core of the state workforce development system, others have workforce and job training services as a secondary responsibility. Among others, the following agencies and organizations administer, fund, and make policy pertaining to workforce development program:

- Department of Labor and Training
- Department of Education
- Department of Human Services
- Department of Behavioral Healthcare, Developmental Disabilities and Hospitals
- Office of Rehabilitative Services
- Department of Corrections
- Department of Children, Youth & Families
- Office of Postsecondary Commissioner
- Postsecondary Institutions of Higher Education
- Community-Based Organizations (CBOs)
- Governor's Workforce Board
- Workforce Solutions of Providence/Cranston
- Workforce Partnership of Greater RI

A **Comprehensive System Improvement Plan** is required by RIGL [§42-102-6](#) (2014 - S 2997A) which provides that:

(1) The 2015 unified workforce development system report required pursuant to § 42-102-6(f) and due on November 15, 2015 shall include an additional, comprehensive system improvement plan to facilitate the seamless and coordinated delivery of workforce services in this state, consistent with the goals and objectives of the board's statewide employment and training plan. In developing the comprehensive, system-improvement plan, the board shall review the roles, responsibilities, and functions of all state employment-and-training programs. The study shall identify any gaps in the services provided by those programs; any barriers to integration and cooperation of these programs; and any other matters that adversely affect the seamless delivery of workforce-development systems in the state.

(2) The board shall include in the comprehensive, system-improvement plan:

- (i) A list of specific barriers, whether structural, regulatory, or statutory, that adversely affect the seamless, and coordinated, delivery of workforce development programs and services in this state, as well as recommendations to overcome or eliminate these barriers; and
- (ii) Recommendations for providing, at a minimum, board comment and review of all state employment and training programs, to ensure such programs are consistent with the board's statewide employment and training plan, and meet the current, and projected, workforce demands of this state, including programs that, pursuant to state or federal law or regulation, must remain autonomous.

(3) The recommendations developed by the board under subsection (c)(1) must identify the state agency or department that is responsible for implementing each recommendation; and include a time frame for the implementation of each recommendation. The governor may include such recommendations in his or her proposed budget the following fiscal year.

SECTION 2: INSTRUCTIONS AND NOTIFICATIONS

1. Potential vendors are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
2. Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this RFP will be rejected as being nonresponsive.
3. All costs associated with developing or submitting a proposal in response to this RFP, or to provide oral or written clarification of its content shall be borne by the vendor. The State assumes no responsibility for these costs.
4. Proposals are considered to be irrevocable for a period of not less than 90 days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent.

5. All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.
6. It is intended that an award pursuant to this RFP will be made to a prime vendor, or prime vendors in the various categories, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.
7. All proposals must include the vendor's FEIN or Social Security number as evidenced by a W9, downloadable from the Division's website at www.purchasing.ri.gov.
8. All proposals must include a completed and signed three-page R.I.V.I.P generated bidder certification cover sheet which may be downloaded at www.purchasing.ri.gov.
9. The purchase of services under an award made pursuant to this RFP will be contingent on the availability of funds.
10. Vendors are advised that all materials submitted to the State for consideration in response to this RFP will be considered to be Public Records as defined in Title 38, Chapter 2 of the General Laws of Rhode Island, without exception, and will be released for inspection immediately upon request once an award has been made.
11. Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.
12. The Vendor must have sufficient liability insurance coverage and/or be bonded.
13. Equal Employment Opportunity (G.L. 1956 § 28-5.1-1, et seq.) – § 28-5.1-1 Declaration of policy – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies to all areas where State dollars are spent, in employment, public services, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Opportunity Office at (401)222-3090 or Raymond.lambert@doa.ri.gov.
14. In accordance with Title 7, Chapter 1.2 of the General Laws of Rhode Island, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the State until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). *This is a requirement only of the successful vendor(s).*
15. The vendor should be aware of the State's Minority Business Enterprise (MBE) requirements, which address the State's goal of ten percent (10%) participation by MBE's in all State procurements. For further information, contact the MBE Administrator at (401) 574-8253 or visit the website www.mbe.ri.gov or contact charles.newton@doa.ri.gov.

16. Contractual Terms and Conditions. GWB intends to execute a contract ("Contract") with the successful Proposer. GWB may require that the RFP and the terms and conditions attached to it, the Proposer's response, the best and final offer (if required), and any formal addenda to the RFP be included as part of any contract documents.
17. Proposals misdirected to other state locations, or which are otherwise not present at the time of opening for any cause will be determined to be late and will not be considered. For the purposes of this requirement, the official time and date shall be that of the time clock in the reception area of the Division of Purchases.

SECTION 3: SCOPE OF WORK

A. Objectives

The Governor's Workforce Board is required by statute to develop a comprehensive system improvement plan (CSIP) to facilitate the seamless and coordinated delivery of workforce services in Rhode Island, consistent with the goals and objectives of the [Board's Biennial Employment and Training Plan](#). Said comprehensive system improvement plan is to be included in the unified workforce development system report to be submitted to the Governor and the General Assembly on or before November 15, 2015.

The seamless and coordinated delivery of workforce services implies a high-performing fully-integrated workforce development system that markets and presents itself as such to the businesses and job seekers that seek its services. In such a system, job seekers are connected to all of the possible workforce services they may be eligible for across the entire system, not just those offered by the agency or organization with which they initiate contact. Similarly, businesses that partner with any one agency or organization within the workforce system will also be connected to the range of services offered throughout the system.

Essential to this coordinated delivery of workforce services is an understanding of the individual components of the statewide system, the services they provide, the populations they serve, and the extent to which they do (and do not) communicate and work together. Such a unified system also requires common definitions and measures of success, even as programs maintain their individual roles and objectives.

The Board is further interested in obtaining an objective evaluation of the current workforce development system: How the components of the system are currently structured; whether these components are efficiently working together to best serve job seekers and employers; and whether the overall system is performing to the highest level possible. To that end, the system improvement plan will include an assessment of the workforce system's current marketing and outreach to businesses; its ability to serve populations with barriers to employment; its connections to K-12, Career & Tech, Adult Education, and Higher Education; and whether the administrative structure and operation of the workforce development system is the most efficient and effective way to achieve the goals and priorities of the Board's Biennial Employment and Training Plan.

The Board is particularly interested in the extent to which any recommendations resulting from this analysis can be achieved using, and building upon, present system resources and programs, such as the Career Pathways system, the Board's Industry Partnerships, and the use of public-private delivery of workforce services.

B. Recommended Methodology

- Research, observe, and map each component agency and/or partner within the workforce development system
- Survey and convene focus groups of customers (job seekers and employers), agencies, partner organizations, and other stakeholders within the workforce development system
- Review the statutory and/or funding requirements and conditions of each component agency and/or partner within the workforce development system
- Review literature, including the FY 2016-2017 GWB Biennial Plan, other states' plans and reports, recent or concurrent analyses and reports regarding the Rhode Island workforce system, analyses regarding current and projected state workforce needs, and state and national best practices for workforce system organization, coordination and integration
- Review and integrate any concurrent studies and analyses relating to components of the state workforce system into the Comprehensive System Improvement Plan
- Collect and analyze varied performance indicators, outcomes, and goals of each component agency and/or partner within the workforce development system
- Compare current funding levels, service levels, and priorities of the workforce system in relation to the state's needs and the stated goals and priorities of the Board's Biennial Plan(s)
- Review and finalize system improvement recommendations with stakeholders and GWB Board, including an estimated budgeting and cost (if any) of such recommendations

C. Deliverables

Proposer will be expected to work closely with, and under the direction of, the Executive Director of the Governor's Workforce Board. Proposer will further be expected to work in concert with any concurrent studies and analyses relating to components of the state workforce system and help synthesize and incorporate such efforts into the Comprehensive System Improvement Plan. The proposer is to provide a proposed project management plan and timeline for the development of a Comprehensive System Improvement Plan that will include:

1. **[Due on or before May 31, 2015]** A comprehensive review and 'Map' of the statewide workforce development system to include:
 - a. A catalogue, review, analysis, and visual depiction of all programs currently offered within the Rhode Island workforce development system, as well as their functions, responsibilities, areas of overlap, common populations served, and points of connection;
 - b. A breakdown of the varied performance indicators, outcomes, and goals by each component of the workforce system;
2. **[Due on or before November 1, 2015]** A Comprehensive System Improvement Plan that includes an objective evaluation of the current workforce development system and recommendations, if any, for improvement. Such evaluations and recommendations shall include, but not be limited to:
 - a. Evaluation and recommendation for how to best structure and organize the state and local workforce boards in the most efficient and effective way to achieve the goals and priorities as outlined in the Board's Biennial Plan;

- b. Evaluation and recommendation regarding appropriate funding levels and priorities of the workforce system to meet state need and meet the goals and priorities of the Board's Biennial Plan;
- c. Evaluation and recommendation for what an appropriate role for the state's public and private postsecondary institutions of higher education within the workforce system should be to avoid unnecessary duplication of service, maximize system resources, and achieve the goals and priorities outlined in the Board's Biennial Plan;
- d. Evaluation and recommendation for what an appropriate role for community based organizations within the workforce system should be to avoid unnecessary duplication of service, maximize system resources, and achieve the goals and priorities outlined in the Board's Biennial Plan;
- e. Evaluation and recommendation for what the appropriate organization and operation of the state's One-Stop Career Centers should be to avoid unnecessary duplication of service, maximize system resources, and achieve the goals and priorities outlined in the Board's Biennial Plan;
- f. Recommendations for the development of an integrated system-wide intake model where Rhode Island job seekers and employers are connected to the range of available workforce development services, no matter which agency or organization they originally initiate contact with;
- g. Development of performance measures for the entire workforce system including common system-wide measures (to be applied on an acuity basis) to aide in program comparison and evaluation, and program-specific measures;
- h. Recommendations to promote better collaboration and continuity between K-12>Career & Technical Education>Adult Education>Higher Education>Workforce Training, as well as an assessment of the current level of employer engagement and participation throughout this continuum;
- i. Evaluation of the state workforce system's current outreach and marketing efforts, particularly to small-to-midsized businesses and minority-owned business enterprises (MBE); as well as recommendations for universal branding of the statewide workforce development system to simplify interaction and improve outreach with the employer community;
- j. Evaluation of the state workforce system's current capacity and level of service to minority communities as well as those with traditional barriers to employment (particularly the disabled, English Language Learners, high-risk youth, and the incarcerated) as well as recommendations for improvement;
- k. *To meet the requirements of RIGL 42-102-9:*
 - i. A list of specific barriers, whether structural, regulatory, or statutory, that adversely affect the seamless, and coordinated, delivery of workforce development programs and services in this state, as well as recommendations to overcome or eliminate these barriers; and
 - ii. Recommendations for providing, at a minimum, board comment and review of all state employment and training programs, to ensure such programs are consistent with the board's statewide employment and training plan, and meet the current, and projected, workforce demands of this state, including programs that, pursuant to state or federal law or regulation, must remain autonomous; and
- l. A suggested prioritization of all recommendations as well as a list of additional resources, if any, that will be necessary to implement the plan's recommendations.

Please note: The successful proposer will receive support from the GWB and partner agencies to identify data, reports, stakeholders, subject matter experts, and other resources for the development of the Comprehensive System Improvement Plan.

The Rhode Island Foundation, a nonprofit foundation dedicated to addressing the needs of the Rhode Island community, has provided funding to support the development of the System Map (Deliverable 1) portion of this Request for Proposal. The successful proposer will be expected to work in cooperation with the Rhode Island Foundation in the development of this item.

SECTION 4: PROPOSAL CONTENT AND FORMAT

This proposal narrative should not exceed **20 pages**, 1½ spaced text, in Arial font size 11 with 1" margins on all sides. This page limit includes the cover letter, background, experience, team members, methodology, analysis, and timeline. It does not include the resumes, references, cost proposal, certifications, or other attachments.

The following should be included in your response:

1. **Cover letter.** The proposer shall furnish a cover letter to introduce the firm or individual, its qualifications, and a general overview of the proposal.
2. **Background.** The firm or individual's name and address, including contact information for the primary point of contact for the project. Please include a brief history, size and scope of the firm, current projects, resources, number of employees, and focus of services.
3. **Experience.** A description and/or examples of the applicant's relevant experience in all aspects of developing plans for workforce development systems integration and improvement. Include a description of the applicant's experience with facilitation of meetings and processes involving multiple stakeholder groups; data collection and analysis; process improvement; systems analysis; and planning. Include a description of applicant's level of familiarity with the Rhode Island workforce development system.
4. **Team Members.** A list of Individual team members who will be assigned and directly involved on this project, their anticipated role, percent of time dedicated to the project, qualifications, and their past experience on similar projects. Provide resumes/CV and describe qualifications and relevant experience of key staff who will be involved in this project.
5. **Methodology.** Provide a description of the overall methodology. Include a high level description of how the work will be executed (process, deliverables, etc.) Describe the likely challenges in this project and how they will be overcome.
6. **Analysis.** Describe what an efficient, effective, responsive, and integrated workforce development system should look like and provide examples of best practices in other jurisdictions that reflect such a system.
7. **Timeline.** Provide a detailed timeline for the project, including an outline of the process, interim deliverables, and estimated completion date for the project.

8. **Cost Proposal.** Include a schedule and explanation of fees and costs related to the project, with a detailed, itemized budget breakout identifying the total cost of project. **Note: Proposals in excess of \$120,000 will not be considered.**
9. **References.** Provide three (3) client references from previous work including organization name, name of contact, phone number, email address, description of services provided, term of service, result, and any other relevant information. References should be able to speak to your ability to effectively produce workforce development-related plans and reports on time and within budget. GWB is especially interested in references that can attest to the proposer's ability and performance in similar work with similar types of organizations and timelines.
10. **Additional Information.** The proposer may list any additional information or data not requested as part of this document quote for services, which the proposer believes should be considered in the evaluation of the response.
11. **Ethics.** GWB and its Board of Directors and staff are committed to maintaining the highest standard of ethics in the awarding of contracts. In accordance therewith GWB requires that the Proposer certify the following:

"Neither the Proposer nor any officer, employee, agent, representative or affiliate of the Proposer has given or offered or shall give or offer to any Board Member, employee, or representative of GWB or to any family member of the foregoing, or to any business by which any of the foregoing persons are employed, or to any official of the State of Rhode Island who is subject to the State Code of Ethics, any gift, loan, political contribution, reward, or promise of future employment based on any understanding or expectation that the vote, official action, or judgment of the person would be influenced thereby, and, that no officer, employee, agent, representative, or affiliate of the Proposer shall have any direct or indirect non-incidental contact with any member of the board of directors of GWB during any period of time after commencement of the procurement process and prior to GWB's award of the Contract, except at a public meeting of the Board of Directors of GWB or at a meeting of a subcommittee of the Board of Directors."

Any direct or indirect contact at a public meeting or subcommittee meeting of GWB shall not concern procurement. Any violation of the foregoing shall result in immediate disqualification of the Proposer.

12. **Period of Validity.** Each Proposer's Proposal must include a statement as to the period during which the provisions of its proposal will remain valid. A minimum of 90 days from the Closing Date for Receipt of Proposals is required.

SECTION 5: RESOURCES

The following resources may be of assistance in preparing a response to this RFP:

- GWB Biennial Employment & Training Plan (FY2016-2017)
- [Unified Workforce Development Expenditure & Program Report \(UEP\)](#)
- GWB Staff assistance in convening focus/stakeholder/adhoc groups
- Other state studies and analyses of a similar focus (Eg. Oregon Workforce System Transformation Plan, North Carolina Workforce System Review, 'WORK Smart Kentucky)

- Parallel and concurrent studies and analyses by partner organizations focused on specific components of the state workforce system
- GWB Industry Partnership Skills Gap Studies
- Department of Labor & Training Labor Market Information
- System Partners (Industry Partners, Workforce Agencies, businesses, nonprofits, etc.)

SECTION 6: SELECTION PROCESS

Proposals will be reviewed by a Technical Review Committee comprised of workforce development professionals convened by the GWB. This committee will review all proposals and recommend an individual or firm to develop the Comprehensive System Improvement Plan. Final selection will be made based on the lowest cost qualified bid; experience and expertise in similar plan development; and demonstrated ability to provide results.

To advance to the Cost Evaluation phase, the Technical Proposal must receive a minimum of 65 out of a maximum of 75 technical points. Any technical proposals scoring less than 65 points will not have the cost component reviewed, and the proposal will be dropped from further consideration.

Proposals scoring 65 technical points or higher will be evaluated for cost and assigned up to a maximum of 25 points in cost category, bringing the potential maximum score to 100 points.

The Governor's Workforce Board reserves the exclusive right to select the individual(s) or firm (vendor) that it deems to be in its best interest to accomplish the project as specified herein; and conversely, reserves the right not to fund any proposal(s).

Proposals will be reviewed and scored based upon the following criteria:

Criteria	Possible Points
Proposer Qualifications and Relevant Experience (description of proposer, resumes, references, examples of prior work, familiarity with Rhode Island workforce system)	30 Points
Quality of Proposed Methodology and Time Line	15 Points
Analysis (Description of what an efficient, effective, responsive, and integrated workforce development system should look like along with examples of best practices in other jurisdictions that reflect such a system)	30 Points
Total Possible Technical Points	75 Points
Cost calculated as lowest responsive cost proposal divided by (this cost proposal) times 25 points *	25 Points
Total Possible Points	100 Points

*The Low bidder will receive one hundred percent (100%) of the available points for cost. All other bidders will be awarded cost points based upon the following formula:

$$(\text{low bid} / \text{vendors bid}) * \text{available points}$$

For example: If the low bidder (Vendor A) bids \$90,000 and Vendor B bids \$110,000 and the total points available are twenty-five (25), vendor B's cost points are calculated as follows:

$$\$90,000 / \$110,000 * 25 = 20.45$$

Points will be assigned based on the proposer's clear demonstration of his/her abilities to complete the work, apply appropriate methods to complete the work, create innovative solutions and quality of past performance in similar projects.

Applicants may be required to submit additional written information or be asked to make an oral presentation before the technical review committee to clarify statements made in their proposal.

SECTION 7: PROPOSAL SUBMISSION

Questions concerning this solicitation may be e-mailed to the Division of Purchases at Gail.walsh@purchasing.ri.gov no later than the date and time indicated on Page One of this solicitation. Please reference **RFP #7549409** on all correspondence. Questions should be submitted in a Microsoft Word attachment. Answers to questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. If technical assistance is required to download, call the Help Desk at (401) 222-3766 or lynda.moore@doit.ri.gov.

Offerors are encouraged to submit written questions to the Division of Purchases. **No other contact with State parties will be permitted.** Interested offerors may submit proposals to provide the services covered by this Request on or before the date and time listed on the cover page of this solicitation. Responses received after this date and time, as registered by the official time clock in the reception area of the Division of Purchases will not be considered.

Responses (**an original plus four copies**) should be mailed or hand-delivered in a sealed envelope marked "**RFP # 7549409 - Prepare a Comprehensive System Improvement Plan**" to:

RI Dept. of Administration
Division of Purchases, 2nd Floor
One Capitol Hill
Providence, RI 02908

NOTE: Proposals received after the previously referenced due date and time will not be considered. Proposals misdirected to other State locations or those not presented to the Division of Purchases by the scheduled due date and time will be determined to be late and will not be considered. Proposals faxed or e-mailed to the Division of Purchases will not be considered. The official time clock is in the reception area of the Division of Purchases.

Response Contents

1. A completed and signed three-page **RIVIP generated bidder certification** cover sheet downloaded from the RI Division of Purchases website at: www.purchasing.ri.gov.
2. A completed and signed **W-9** downloaded from the RI Division of Purchases website at www.purchasing.ri.gov. **Please include with original proposal only.**
3. A **letter of transmittal** signed by the owner, officer, or authorized agent of the firm or organization, acknowledging and accepting the terms and conditions of this Request, and tendering an offer to the State.
4. A separate **Technical Proposal** describing the qualifications and background of the applicant and experience with and for similar projects, and all information described earlier in this solicitation.
5. A **separate, signed and sealed Cost Proposal** reflecting the hourly rate, or other fee structure, proposed to complete all of the requirements of this project.
6. In addition to the multiple hard copies of proposals required, Respondents are requested to provide their proposal in **electronic format (CDRom, diskette, or flash drive)**. Microsoft Word / Excel or PDF format is preferable. Only 1 electronic copy is requested and it should be placed in the proposal marked "original."

SECTION 8: CONCLUDING STATEMENTS

Notwithstanding the above, the State reserves the right not to award this contract or to award on the basis of cost alone, to accept or reject any or all proposals, and to award in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The State may, at its sole option, elect to require presentation(s) by offerors clearly in consideration for award.

The State's General Conditions of Purchase contain the specific contract terms, stipulations and affirmations to be utilized for the contract awarded to the RFP. The State's General Conditions of Purchases/General Terms and Conditions can be found at the following URL:

<https://www.purchasing.ri.gov/RIVIP/publicdocuments/ATTA.pdf>